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T. N. CARVER.

## FREDERICK WINSLOW TAYLOR (1856-1915)

Fellow in Class I, Section 4, 1915.

It is not difficult to estimate the place of Frederick W. Taylor in the industries even though only a short time has elapsed since his death. He is the legitimate successor of James Watt. Many engineers and manufacturers have made valuable additions to the efficiency of the steam engine and to labor-saving machinery but the improvement of James Watt opened the gateway to all the inventions of the nineteenth century. Out of them have sprung the development of power and the labor-saving machinery as we have them today, and also an entirely new problem in the relation of great masses of labor to society.—It is exactly to this problem that Mr. Taylor has turned our attention. His solution of it is of precisely the same significance as James Watt's contribution to the steam engine and Mr. Taylor's work will equally transform society.

He was born in Germantown, Pa., in the year 1856. His early education was in America and two years in France and Germany. He was prepared at Phillips Exeter to enter Harvard in 1874 but his eyesight failed and he became an apprentice in the Enterprise Hydraulic Works from 1875 to 1878. Then owing to business depression he took a job as laborer in the Midvale Steel Works, where his ideas on the subject of greater system in the management of industry began to form themselves. Six years from the time of entering the Midvale Company he was Chief Engineer. In 1880 he began at night the engineering course as required at Stevens Institute, where he obtained the degree of Mechanical Engineer in 1883.

He left Midvale in 1890, having inaugurated a system of shop management and having increased the output from two hundred to three hundred per cent. From 1890 to '93 he was manager of the Manufacturing Investment Company, operating paper mills in Maine. From then on he was consulting engineer on machine-shop efficiency. He was employed by the Bethlehem Steel Company and there made the investigation on tool steel and with Mr. Maunsel White discovered the process of heat treatment which has revolutionized shop practice. He presented his system of shop management to the American Society of Mechanical Engineers in a paper called "The Piece Rate System" and in 1906, when he was president of the Society, he presented the result of twenty-six years' investigation in an exhaustive paper on "The Art of Cutting Metal." This was a splendid example of scientific research by an engineer in active practice of his profession. He died on March 21, 1915.

The term "scientific management," under which his work will probably be known, was devised by Mr. Taylor and gained currency chiefly through the testimony of Louis D. Brandeis before a committee of Congress on the Railroad Petition for a Raise in Rates. If the writer of the above may be permitted to comment through his personal acquaintance with Mr. Taylor, he would say that the system never was intended or planned to fetter in any way the enterprise of workmen but was thought by the inventor to be a method of promoting ambition and the highest good of every workman as well as of society. His system, scientific management, is simply a plan under which the work of the industries can be done effectively and with a minimum expenditure of energy. It has come to stay because it has called attention to absolutely necessary organization if mankind is to have a real and lasting benefit from the inventions that followed the use of the steam engine and of stored energy.

I. N. HOLLIS.